

June 22, 2000

MEMORANDUM FOR ALL ARC EMPLOYEES AND CONTRACTORS

FROM: GEORGE J. DOOLEY, III  
RESEARCH DIRECTOR, ALBANY RESEARCH CENTER

SUBJECT: COMMITMENT TO ISMS

I have just signed and sent off to Fossil Energy Assistant Secretary Bob Gee ARC's declaration of ISM implementation at our Center. The ISMS Verification Team that visited us in April made the determination of this declaration dependent solely upon my judgment. Hence, this was not in any way a responsibility that I took lightly.

With this declaration, I felt it would be appropriate to state in simple form some of the beliefs and core values that go into making up my, and I hope our, commitment to ISMS. I have attached these to this memo. I would respectfully ask that you read them and keep them close to your work area so that you can refresh them in your mind when you feel you should or perhaps need to.

I want to sincerely thank everyone on Center for bringing us to where we are today with ISM. This hard work and effort will serve as wonderful building blocks for the work we all know is still ahead of us.

Attachment

## **Statement of Commitment to Implementation of the Integrated Safety Management System (ISMS)**

For the past couple of years there has been a heavy amount of activity associated with the implementation of ISMS here at the Albany Research Center. Many policies, plans, and procedures have been and will continue to be developed and refined. While these plans and procedures are absolutely necessary, the real success in maintaining a safe work environment comes only from our commitment to the use of safe work practices and protecting the environment. The following is intended to help understand some of the essential elements needed to ensure our continuing success in implementing ISMS:

- We all must take the time to become familiar with the policies, plans, and procedures that have been or will yet be developed. Our own safety and the viability of the environment around us depend on them.
- We must all respond positively and knowledgeably to the implementation of those policies, plans, and procedures out of concern for our own safety as well as concern for our co-workers. In many cases, we can work more safely working together with other workers, rather than by ourselves.
- We must all continually look at our work practices and work environment to see what corrections must be made to attain better and more effective compliance with the implementation of these policies, plans, and procedures. This continuous improvement mindset can be one of our biggest assets.
- We must all feel that we can come to work in a safe environment (whether on- or off-Center). Fear or apprehension about our safety has no place in our workplace.
- We must help each other attain compliance by pointing out areas where improvement is needed through the use of positive, friendly, non-threatening dialog with each other. It is virtually impossible to over-communicate where safety is concerned.

Following required safety practices and procedures has always been and continues to be a condition of employment with the Federal Government. At ARC, we are in no way exempt from this requirement.

Managers and supervisors, inherent to the responsibilities of their positions,

- are accountable for ensuring ISMS policies and procedures are implemented and followed by the employees they supervise;
- are to provide appropriate training to ensure their employees know the required procedures for performing work safely; and,
- must consistently apply necessary corrective actions when employees (including

supervisors and managers) continue to violate safe work practices or requirements associated with protection of the environment. Appropriate progressive corrective actions that can be used are: verbal reminders, a letter of warning, a letter of reprimand and appropriate suspension, removal from the position, and removal from Federal service. Any dispute over differences of opinion relative to the issues involved are to be resolved through the grievance procedures<sup>1</sup> available to employees. Actions that are disciplinary in nature will follow appropriate procedures required by DOE Order 3750.1, revised 8/21/92.

I am asking all of you to join me in my commitment to full implementation of ISMS as we perform the work we were hired to do. If doing so requires that we change some of our work practices, then let's make the change and do things better by doing them more safely. I will always make myself available to employees to express and share and discuss their ideas and concerns.

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<sup>1</sup> For bargaining unit employees, the Negotiated Employee Dispute Resolution and Grievance Procedure must be used. For non-bargaining unit employees, the Department of Energy Grievance Procedure must be used.